

**THE DIRECTOR OF CENTRAL INTELLIGENCE**

WASHINGTON, D. C. 20505

National Intelligence Officers

23 October 1979

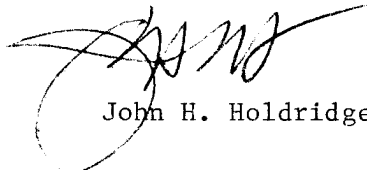
MEMORANDUM FOR: Richard Lehman  
National Intelligence Officer for Warning

FROM : John H. Holdridge  
National Intelligence Officer for  
China-EAP

SUBJECT : Reform of the NIO System

1. My major concern with respect to your study on reform of the NIO system is the relationship between the NIOs and NFAC, specifically on the score of the need for the NIO not only to be kept au courant regarding NFAC policy papers but assured the right to coordinate such papers. Otherwise, NIO's role as the DCI's advisor and surrogate on policy would be vitiated. Judging by your comments at the NIO meeting of 23 October, however, this point may already have been resolved. OK

2. As a practical matter, I also question the advisability of arbitrarily limiting NIOs to one assistant. I believe I understand the purpose for this limitation: reducing the NIO "presence" among NFAC analysts and hence reducing the amount of irritation on the Office Director's part concerning utilization of his analytical strength. Also, I assume that you anticipate the need for NIO-NFAC interaction will be reduced as the NIC's own analytic and drafting capability increases. Nevertheless, this separate NIC capability does not now exist and is not likely to do so for quite some time; thus, realistically speaking, continued NIO-NFAC interaction cannot be avoided. Accordingly, in a large and varied area such as my own I would feel that the presence of two assistants is essential if the heavy NIE workload is to be accomplished, not to mention maintenance of coordination on other projects. To argue ad hominem, there is enough going on in China and elsewhere in the East Asia-Pacific area to keep both  thoroughly busy. 25X1

  
John H. Holdridge

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